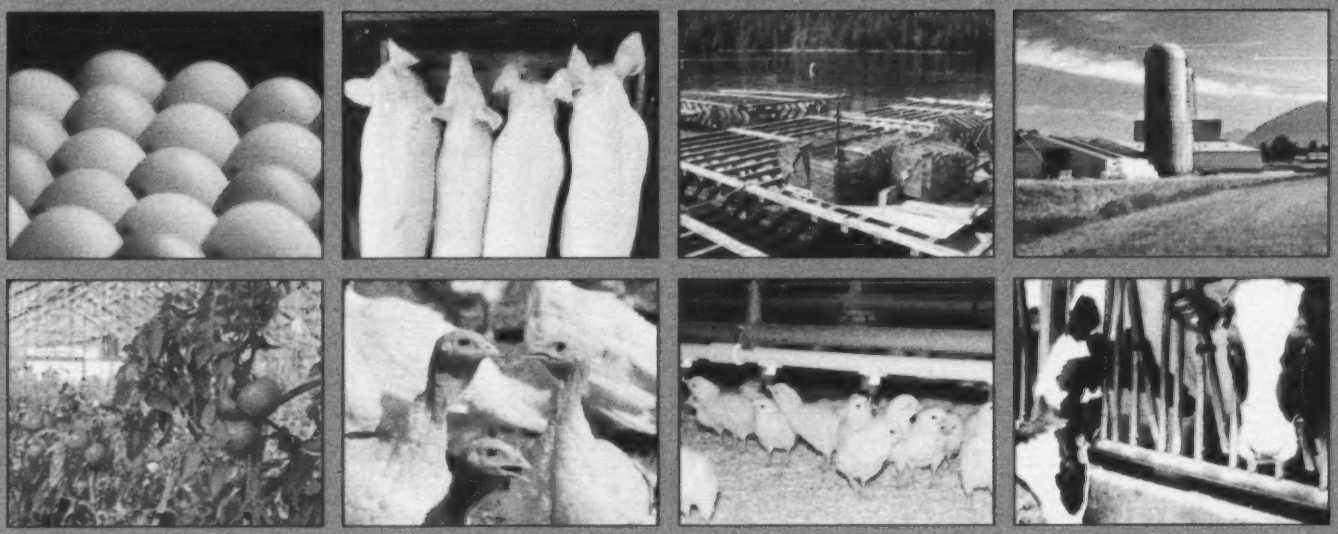
British Columbia Farm Industry Review Board

Strategic Plan

2008/09 – 2010/11



BRITISH COLUMBIA
The Best Place on Earth

August 21, 2008

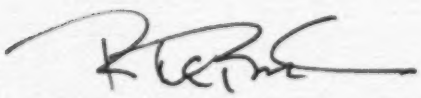
2008/09 – 2010/11 STRATEGIC PLAN

It is my pleasure to present the British Columbia Farm Industry Review Board 2008/09-2010/11 Strategic Plan. This plan establishes our key priorities and will guide our activities over the next three years.

In preparing this plan, we examined the issues facing the B.C. agriculture industry today, as well as the many challenges expected in the years ahead. Social, climate, environmental, economic and other forces at play here in B.C. and elsewhere are significantly affecting the world as we know it. The Strategic Plan sets out how we will work with the agriculture sector and the public in response to these issues.

In 2009, the British Columbia Farm Industry Review Board will mark its 75th anniversary. It is clear from our history that from as early as the 1920s the Legislature has been of the view that if there is to be a regulated marketing system, then a board independent of Government to supervise marketing boards and commissions is necessary. The courts have also expressly noted that our board's role in the regulated marketing sectors is to protect the public interest. With respect to our farm practices role, the courts have similarly found that our purpose is to find "balance" between the needs of farmers and the needs of neighbours.

We look forward to sharing the strategic plan and working with B.C.'s regulated marketing boards and commissions and our partners throughout the agriculture sector to implement the strategies required to meet the challenges of a changing world.



Richard Bullock
Chair

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Introduction to the Strategic Plan

This strategic plan sets out the priorities of the British Columbia Farm Industry Review Board (BCFIRB) for 2008/09 through 2010/11. The plan reviews the BCFIRB mandate, mission, principles and values as well as the strategic context within which the board operates. The plan then outlines BCFIRB's goals and objectives, as well as performance measures that will ensure the goals and objectives are met over the next three fiscal years.

British Columbia Farm Industry Review Board Mandate

The mandate of BCFIRB is set out in three statutes:

- the *Natural Products Marketing (BC) Act* (the *NPMA*)
- the *Agricultural Produce Grading Act* (the *APGA*)
- the *Farm Practices Protection (Right to Farm) Act* (the *FPPA*).

Under the ***NPMA***: BCFIRB is responsible for the general supervision of regulated marketing boards created under that Act; hearing appeals filed by any person who is aggrieved by or dissatisfied with orders, decisions or determinations of the regulated marketing boards; and acting as a signatory to Federal-Provincial Agreements for supply-managed commodities.

Under the ***FPPA***: BCFIRB is responsible for hearing complaints from persons aggrieved by odour, noise, dust or other disturbances arising from agriculture or aquaculture operations, and may also study and report generally on farm practices in the province.

Under the ***APGA***: BCFIRB may hear appeals from persons who have had their grading licenses refused, suspended, revoked or not renewed.

BCFIRB is accountable to government for its administrative operations, but is independent of government in its decision-making. As an independent tribunal, BCFIRB ensures that the public interest is served and protected within its mandate.

British Columbia Farm Industry Review Board
Vision, Mission, Principles and Values

To accomplish its mandate, BCFIRB has established the following Vision, Mission, Principles and Values:

Vision

A dynamic, responsive and sustainable agri-food system in British Columbia.

Mission

To promote a strong agri-food sector that serves the public interest by:

- Facilitating effective governance and sound leadership within the regulated marketing sector;
- Encouraging cooperation between urban and agricultural interests;
- Providing fair and effective dispute resolution and inquiry processes.

Principles and Values

BCFIRB values a working environment of mutual respect, accountability and fiscal responsibility. In delivering its mandate, BCFIRB will be guided by the following principles and values:

- Proactive and cooperative leadership;
- Independent and impartial dispute resolution and decision-making;
- Open and transparent processes;
- Accessible and efficient practices and services.

Strategic Context

As part of the strategic planning process, BCFIRB reviewed challenges and opportunities associated with the structure and organization of agriculture in British Columbia, emerging social and environmental concerns, Federal-Provincial relationships, administrative justice reform and board governance and administration.

1. Changing Structure and Organization of Agriculture in British Columbia

Variation in B.C. from a climatic, geographic, economic and demographic perspective has resulted in more agricultural diversity here than in any other province. At the same time, the agriculture industry is undergoing consolidation, yielding fewer and larger farms, as well as vertical integration across the production, processing, marketing and retailing sectors.

The effects of retail consolidation and changes in processing, transportation and production have been particularly evident in the Lower Mainland, leading to the regional concentration of B.C.'s agriculture industry. This raises issues related to environmental management and biosecurity within that region, and presents challenges for agricultural development and for servicing the demand for local food in other regions of the province.

British Columbians are increasingly demanding specialty products, including organic and other products differentiated at the farm level. While regulated marketing boards and commissions have worked hard to facilitate the marketing of specialty products in accordance with the supervisory directions given in BCFIRB's Specialty Market and New Entrant Submissions, Policy, Analysis, Principles and Directions (*Specialty Review*) document, challenges remain in meeting specialty, regional and other emerging markets within the regulated marketing system. Ensuring that the regulated marketing system accommodates new entrants to agriculture is also an ongoing challenge.

Value-added production presents significant economic opportunities for the provincial agriculture sector. Similarly, value-chain approaches that facilitate cooperation among producers, input industries, marketing agencies, processors and retailers will be central to maintaining growth and profitability in the regulated sectors.

Producers or other industry stakeholders in one or more of the regulated marketing sectors may be negatively impacted by challenges resulting from a range of economic forces and factors at any given time. B.C.'s regulated marketing boards and commissions have been and must continue to be responsive to these challenges. On a larger scale, a changing international trade environment is already having significant impacts on both supply managed and non supply managed sectors across Canada. The B.C. regulated marketing system should be initiating strategic responses to these developments now, rather than waiting until more changes are upon these sectors.

On the farm practices side, increasing urban development in areas of the province that have traditionally been agricultural is leading to changes in the rural-urban interface. New residents may have particular understandings or ideas about what it means to live in the country, which will at times conflict with the reality of modern farming. This may be particularly true given that farming operations in British Columbia are changing in their scale, scope and activities.

2. Emerging Social and Environmental Concerns

Public concern around the environmental impacts of agriculture, food safety issues, and the care and handling of farm animals has grown significantly over the past decade. BCFIRB recognizes that increased public awareness and new regulations in these areas present both challenges and opportunities for regulated producers.

Through its effect on weather patterns, regional temperatures and water availability, climate change presents significant potential risks for the province's agriculture sector. However, there are also opportunities associated with carbon trading and the development and provision of climate-friendly technologies and services in agriculture. Agricultural producers must increasingly consider the wise use of environmental resources as well as environmental management goals, such as those related to air quality or waste management, when making business decisions. B.C.'s regulated marketing boards and commissions must support their producers in responding to these issues.

BCFIRB has directed that all classes of regulated products are to be subject to government-approved food safety standards. The province's regulated marketing boards and commissions have developed and must continue to implement on-farm food safety programs to meet these standards. Animal disease outbreaks, including avian influenza, can concurrently compromise food safety and the economic health of regulated industries. Industries must work to mitigate the risks associated with these events, for example through biosecurity programming in the poultry sectors, and to develop appropriate emergency response plans.

Consumer demand for products produced with animal welfare in mind continues to grow and is beginning to affect retailer decisions regarding product lines. Industries relying on confinement for all or part of the animal's lifecycle are being impacted by these changing demands.

While farm practice issues related to the provincial aquaculture sector do fall within the mandate of BCFIRB, the board's involvement in these issues is currently minimal.

The Government of British Columbia has emphasized the importance of building relationships based on respect, recognition and reconciliation with First Nations in the province. Agriculture presents important opportunities for First Nations people, and several projects for building First Nations agricultural capacity are underway at the Provincial level. B.C.'s regulated marketing sectors must remain alert and responsive to these initiatives.

3. Federal-Provincial Relationships

B.C.'s regulated marketing boards and commissions must work proactively to achieve national and regional agreements that provide for a vibrant and diversified agriculture sector in the province while also seeking positive changes to national allocation formulae. Provincial regulated marketing boards in some sectors are becoming increasingly harmonized with marketing boards in other provinces through regional agreements. This harmonization can assist B.C.'s regulated marketing boards and commissions in addressing problems common to producers across the country. Similarly, BCFIRB's cooperation and communication with its counterparts in other provinces, especially through its participation in the National Association of Agri-food Supervisory Agencies, presents important opportunities for a unified approach to issues of common concern.

4. Administrative Justice Reform

As an administrative tribunal BCFIRB plays an important role in B.C.'s administrative justice system. As first instance regulators and decision-makers, B.C.'s regulated marketing boards and commissions can also play a critical role in proactively managing issues, resolving disputes and ensuring the smooth functioning of their regulatory sectors. Significant opportunities exist for providing more cost effective, timely and meaningful resolution of disputes, including through appropriate dispute resolution processes.

5. Governance and Administration

B.C.'s regulated marketing boards and commissions ultimately have the primary responsibility for making proactive, well-reasoned, fair and balanced decisions on issues pertaining to their industry. However, stakeholders are increasingly recognizing the importance of good governance and administrative practices in the regulated marketing sectors. Strategic planning, increased transparency around board processes and decisions, and improved communication and consultation across the value chain, all present important opportunities for ensuring the future health of B.C.'s regulated marketing sectors.

British Columbia Farm Industry Review Board Goals, Objectives, Strategies and Performance Measures

BCFIRB will achieve its vision through the realization of three strategic goals. These goals reflect current issues related to the regulated marketing sectors and farm practices in B.C., and take into consideration the strategic shifts that need to be made to successfully address these issues. In setting the goals and determining the related objectives, strategies, and performance measures, BCFIRB has reviewed and considered key documents which set the current direction for agriculture in B.C., including the Province of B.C. Strategic Plan and its "Five Great Goals", the British Columbia Agriculture Plan, and the Ministry of Agriculture and Lands 2008/09 – 2010/11 Service Plan.

Goal 1: | *Effective governance and organizational excellence.*

Objective 1.1: A regulated marketing system with effective self-governance processes.

BCFIRB and B.C.'s regulated marketing boards and commissions have a responsibility to be aware of and responsive to provincial requirements of boards. To effectively support the regulated marketing system and help protect the public interest, BCFIRB and B.C.'s regulated marketing boards and commissions need to have effective self-governance, which includes having:

- Governance policies developed and disclosed;
- Codes of conduct in place;
- Strategic plans in place;
- Conflict of interest policies developed and any conflicts declared and appropriately managed;
- Financial audit programs in place;
- Effective resource management;
- Succession plans in place;
- Training and development opportunities identified and undertaken;
- Clear rules for the appointment and election of members;
- Effective board evaluation procedures;
- Transparent decision-making processes.

BCFIRB is revising its own governance policy as part of meeting this objective. Through its participation in the National Association of Agri-Foods Supervisory Agencies (NAASA), BCFIRB is also helping to develop a set of governing principles which will be adopted by BCFIRB and its counterparts in other provinces across Canada.

BCFIRB will work with B.C.'s regulated marketing boards and commissions to assist them in developing governance policies that are tailored to their industries. The adoption of good governance policies and procedures will support the boards and commissions in making proactive, well-reasoned, fair, and balanced decisions on industry issues.

Strategies and Performance Measures:

STRATEGIES	PERFORMANCE MEASURES
1.1.1 Identify and implement good governance policies and processes at BCFIRB. 1.1.2 Facilitate the implementation of appropriate good governance policies and processes throughout the regulated marketing system.	**2007/08** • Initial list of good governance policies and processes appropriate to BCFIRB developed. • Analysis of circumstances in which issues can be resolved by commodity boards rather than in appeals to BCFIRB initiated. **2008/09** • BCFIRB governance review completed; governance policies and processes developed, adopted and disclosed. • NAASA governing principles finalized and adopted by BCFIRB. **2009/10** • Regulated marketing boards and commissions governance reviews completed; appropriate governance policies developed, adopted and disclosed. • Annual operational reviews demonstrate that good governance policies and processes are in place at regulated marketing boards and commissions. **2010/11** • Improved decision-making throughout the regulated marketing system reflects a better understanding of good governance policies and processes. • The regulated marketing sectors demonstrate a 'culture' of good governance.

Objective 1.2: BCFIRB and B.C.'s regulated marketing boards and commissions have the skills and expertise required to effectively govern their sectors.

BCFIRB will work with its members and staff and with B.C.'s regulated marketing boards and commissions to identify and develop training opportunities to assist all boards and commissions in their effective governance. BCFIRB will continue to contribute to sessions presented through the Centre for Organizational Governance in Agriculture (COGA), and will encourage attendance at these sessions by members and staff of all boards and commissions and other stakeholders in the agriculture sector. BCFIRB will also support its own members and staff in accessing training and development opportunities.

Strategies and Performance Measures:

STRATEGIES	PERFORMANCE MEASURES
1.2.1 Identify training needs and opportunities for BCFIRB board members and staff, and support members and staff in accessing these opportunities. 1.2.2 Assist stakeholders in the regulated marketing system in identifying, developing, and pursuing appropriate training, including through COGA. 1.2.3 Ensure appropriate mix of expertise on and available to BCFIRB and Boards and Commissions.	**2007/08** • Members and staff of BCFIRB and B.C.'s regulated marketing boards and commissions and other stakeholders attend regular training sessions on organizational governance and other responsibilities. **2008/09** • BCFIRB and the regulated marketing boards and commissions have identified expertise and training requirements as part of their annual board evaluations. • In accordance with identified needs, expanded training opportunities have been developed for BCFIRB and regulated marketing boards and commissions members and staff, and for other stakeholders. • Increased participation in training and development opportunities by BCFIRB and regulated marketing boards and commissions members and staff, and other stakeholders. • BCFIRB and regulated marketing boards and commissions have identified mechanisms for ensuring that they have or have access to appropriate expertise. **2009/10** • BCFIRB and regulated marketing boards and commissions continue to identify expertise and training requirements on an ongoing basis. • BCFIRB, regulated marketing boards and commissions, and other stakeholders continue to develop and pursue training and development opportunities. • BCFIRB and regulated marketing boards and commissions have implemented mechanisms for ensuring that they have or have access to appropriate expertise. **2010/11** • All BCFIRB and regulated marketing boards and commissions members have undertaken training in organizational governance. • BCFIRB and regulated marketing boards and commissions continue to identify and implement mechanisms for ensuring that they have or have access to appropriate expertise.

Goal 2: | *A vibrant and growing agriculture sector.*

Objective 2.1: BCFIRB and B.C.'s regulated marketing boards and commissions take into account the provincial policy framework.

It is important that B.C.'s regulated marketing sectors take into account the provincial policy framework for agriculture. The 2008 B.C. Agriculture Plan sets out the Government's agricultural policy direction and outlines 23 strategies with five overarching themes that encompass the challenges and opportunities faced by the agriculture sector. In its current Service Plan, the B.C. Ministry of Agriculture and Lands sets out the Ministry's goals, objectives and strategies for the sector. The Federal-Provincial-Territorial Agricultural Policy Framework provides a range of programs and services. New initiatives are being developed and implemented under *Growing Forward*, the next generation of agriculture, agri-food and agri-based products policy. B.C.'s regulated marketing sectors must also take into account sector-specific policy, most notably the Ministry's Regulated Marketing Economic Policy.

A number of broader Provincial Government policies and initiatives also relate to or will impact the agriculture sector. In 2005, the "Five Great Goals" established key priorities for building a strong future for the province over the following decade. More recently, the Government's Climate Action initiatives set out the province's response to climate change through greenhouse gas emission reduction targets and strategies for achieving the targets. The B.C. Energy Plan establishes the Government's vision and strategies for clean energy production and energy self-sufficiency in the province, and the B.C. Bioenergy Strategy outlines a plan for boosting energy production from natural biomass sources. Increased recognition and reconciliation of First Nations issues in B.C. has been another major provincial initiative.

As an administrative tribunal, BCFIRB must also consider the reform strategy for administrative justice set by the B.C. Ministry of Attorney General. *Early Solutions, Faster Justice* recognizes the important role that administrative tribunals play in making the justice system more accessible, responsive, timely and affordable. As statutory decision-makers, B.C.'s regulated marketing boards and commissions must similarly operate in support of these goals.

Strategies and Performance Measures:

STRATEGIES	PERFORMANCE MEASURES
2.1.1 Review government policy framework with BCFIRB board members and staff. 2.1.2 Review government policy framework with B.C.'s regulated marketing boards and commissions.	2007/08 • Limited awareness and ad hoc consideration of the Provincial policy framework in the regulated marketing sectors. 2008/09 • BCFIRB internal review of provincial policy framework completed. • Discussions held with all B.C.'s regulated marketing boards and commissions regarding provincial policies and their applicability to the regulated marketing system. 2009/10 • Awareness of provincial policies reflected in regulated marketing boards and commissions orders and decisions. 2010/11 • Regulated marketing sectors demonstrate a continuing consideration of provincial policy framework in regulated marketing boards and commissions orders and decisions.

Objective 2.2: Principles-based and outcome-oriented regulation of and decision making on farm practices and in the regulated marketing sector, within legal mandates.

BCFIRB recognizes that principles-based regulation within its legal mandates is a desirable goal. Principles-based regulation and decision-making means moving away from prescriptive rules and directions in favour of regulation and decision-making that supports identified and desirable regulatory outcomes.

BCFIRB is moving towards decisions and directions which clearly communicate a principles-based approach. BCFIRB will work with B.C.'s regulated marketing boards and commissions to help familiarize them with the principles-based approach and to facilitate the implementation of this approach throughout the regulated marketing system.

Strategies and Performance Measures:

STRATEGIES	PERFORMANCE MEASURES
2.2.1 Familiarize, develop, and implement at BCFIRB a principles-based approach to regulation. 2.2.2 Familiarize and develop with B.C.'s regulated marketing boards and commissions a principles-based approach to regulation.	2007/08 • Rules-based regulatory system. 2008/09 • Communication and training completed on principles-based approach at BCFIRB and for regulated marketing boards and commissions. • Understanding of principles-based regulation reflected in BCFIRB decisions and directions. 2009/10 • Understanding of principles-based regulation reflected in decisions and orders of regulated marketing boards and commissions and other stakeholders. 2010/11 • Regulated marketing boards and commissions demonstrate ongoing principles-based regulation.

Objective 2.3: A regulated marketing system characterized by value-chain approaches.

BCFIRB believes that a value-chain approach, which considers the perspectives of input industries, processors, retailers and consumers alongside those of producers, is central to successfully addressing the many economic, environmental and social issues faced by the regulated marketing system. A value chain approach facilitates cooperation among industry stakeholders, with a view to achieving efficiencies throughout the entire system, and enhancing value in the marketplace.

To support a value-chain focus, BCFIRB will encourage the regulated marketing boards and commissions to put in place mechanisms that will increase the industry expertise available to decision-makers. BCFIRB expects that a value-chain approach will be reflected in boards and commissions' strategic plans, and that boards and commissions will undertake effective consultation with and consideration of industry perspectives in their decision-making.

Strategies and Performance Measures:

STRATEGIES	PERFORMANCE MEASURES
2.3.1 Increase industry-wide expertise on and available to BCFIRB. 2.3.2 Increase industry-wide expertise available to B.C.'s regulated marketing boards and commissions. 2.3.3 Ensure that B.C.'s regulated marketing boards and commissions consider broader industry interests in the regulation of their sectors.	2007/08 • Regulated marketing boards and commissions commodity-focused, with limited input from their wider industries. • Ad hoc consultation with and consideration of industry-wide perspectives in decisions and orders. 2008/09 • Strategic plans completed by regulated marketing boards and commissions reflect a value-chain approach. • Regulated marketing boards and commissions have appropriate mechanisms in place for industry-wide consultations. 2009/10 • Regulated marketing boards and commissions demonstrate an understanding of industry-wide perspectives in their decision-making. 2010/11 • Mechanisms and decision-making within the regulated marketing sectors reflect a value-chain approach.

Objective 2.4: A regulated marketing system that is responsive to emerging market demands, societal values, and environmental issues.

As part of its efforts to assist B.C.'s regulated marketing boards and commissions in adopting policies that address emerging market demands, including for specialty and regional/local production, and that accommodate new entrants to the regulated marketing system, BCFIRB will undertake a review of programs in these areas in 2009. Through full and extensive consultation with all industry stakeholders, the *Enhancing Markets Review* will assess the existing programs and help to identify additional initiatives to enhance and respond to markets for regulated products.

BCFIRB will also support boards in identifying and responding to other emerging market demands and economic issues, and to important environmental concerns and societal values. Specific issues to be considered could include sector-specific economic challenges, animal care and welfare issues, food safety concerns, biosecurity and disease outbreak risks, and trade-related issues. BCFIRB recognizes that there are both challenges and opportunities associated with each of these issues, and will encourage boards and commissions to take a proactive, risk-management approach in responding to them.

Strategies and Performance Measures:

STRATEGIES	PERFORMANCE MEASURES
2.4.1 Assess success of specialty, regional and new entrant programs in the regulated marketing system. 2.4.2 Identify additional initiatives to enhance and respond to markets for regulated products. 2.4.3 Ensure that BCFIRB takes a risk-management approach to emerging demands, values, and issues. 2.4.4 Support B.C.'s regulated marketing boards and commissions in identifying opportunities and risks and undertaking appropriate risk management.	2007/08 • Regulated marketing boards and commissions have implemented specialty, regional and new entrant programs arising from BCFIRB's *Specialty Review.* 2008/09 • Industry consultations and BCFIRB's *Enhancing Markets Review* initiated. • B.C. poultry boards have implemented mandatory biosecurity for all licensed producers. • Strategic plans of regulated marketing boards and commissions reflect a risk-management approach. • Regulated marketing boards and commissions are identifying and responding to emerging demands, values and issues on an ongoing basis with BCFIRB support. 2009/10 • BCFIRB's *Enhancing Markets Review* completed. • Regulated marketing boards and commissions have emergency preparedness plans in place. • Regulated marketing boards and commissions are responding to emerging demands, values and issues on an ongoing basis with BCFIRB support. 2010/11 • Improved responsiveness to and management of emerging demands, values and issues.

Objective 2.5: Improved national and regional agreements and policies related to B.C.'s regulated marketing system.

BCFIRB is a signatory to Federal-Provincial agreements negotiated by B.C.'s poultry boards and approves the B.C. dairy industry's participation in inter-provincial agreements. BCFIRB will work with B.C.'s supply managed boards to support them in securing Federal-Provincial agreements that provide production allocations sufficient to meet processor and specialty market requirements in B.C.

BCFIRB will also assist all B.C. regulated marketing boards and commissions in securing national and regional agreements and policies that will best enable a sustainable and diversified regulated marketing sector.

Strategies and Performance Measures:

STRATEGIES	PERFORMANCE MEASURES
2.5.1 Support B.C.'s regulated marketing boards and commissions at national and regional meetings. 2.5.2 Work jointly with the regulated marketing boards and commissions on applications and appeals to National Farm Products Council. 2.5.3 Advance the interests of B.C.'s regulated marketing sectors within the National Association of Agri-Foods Supervisory Agencies.	2007/08 • General monitoring of national and regional agreements and policies is undertaken. 2008/09 • B.C.'s regulated marketing boards and commissions are developing negotiating positions for new and updated agreements and policies with BCFIRB's support. • B.C.'s regulated marketing boards and commissions are negotiating agreements and policies that support their sectors in responding to demands for diversified, differentiated and other value-added products made by consumers. • Regional and national agreements are in place to provide for the efficient marketing of regulated products. 2009/10 • BCFIRB provides continued support on national agreements and policies. • Regulated marketing boards and commissions continue to negotiate market-responsive agreements and policies. 2010/11 • BCFIRB provides continued support on national agreements and policies. • Regulated marketing boards and commissions continue to negotiate market-responsive agreements and policies.

Objective 2.6: Improved relationships between B.C.'s farmers and their neighbours.

BCFIRB will continue to advance cooperative and respectful relationships between farmers and their neighbours through its work on farm practices, for example, by contributing to the development of new guidelines on issues such as the appropriate use of propane cannons and wind machines.

BCFIRB's decisions on farm practices complaints will aim to promote best practices on farm lands and to foster a cooperative approach between B.C.'s farmers and their neighbours.

Strategies and Performance Measures:

STRATEGIES	PERFORMANCE MEASURES
2.6.1 Provide informed and knowledgeable studies and decisions which promote sound planning and a balanced and cooperative approach to complaint resolution between farmers and their neighbours.	2007/08 • BCFIRB considers best farming practices in its decisions and studies. 2008/09 • Review of existing farm practices guidelines for BCFIRB members and staff completed. • Training and development program initiated for BCFIRB members and staff (including industry tours). • BCFIRB has contributed to discussions on the development of new guidelines for the use of propane cannons. • BCFIRB study on the use of wind machines in B.C. completed. 2009/10 • BCFIRB studies are responsive to provincial initiatives related to farm practices. 2010/11 • Continued production of studies and decisions which promote best practices amongst farmers and neighbours. • Increased understanding of how land-use planning processes can help reduce land use conflicts between farmers and neighbours amongst British Columbians.

Goal 3: *Effective, fair and independent resolution of inquiries and disputes.*

Objective 3.1: Increased use of Appropriate Dispute Resolution (ADR) to resolve farm practices and regulated marketing disputes.

BCFIRB is a strong advocate for the use of ADR and, in conjunction with the Ministry of the Attorney General, is currently undertaking two projects that will help advance ADR processes in the resolution of regulated marketing appeals and farm practices complaints by BCFIRB. BCFIRB recognizes the need for clear communication of ADR options to the regulated marketing sectors and farm practices stakeholders to promote the earliest possible resolution of conflicts. BCFIRB will similarly work with B.C.'s regulated marketing boards and commissions to ensure increased use of ADR within the regulated sectors.

Strategies and Performance Measures:

STRATEGIES	PERFORMANCE MEASURES
3.1.1 Develop and practice ADR capabilities at BCFIRB. 3.1.2 Develop ADR capabilities amongst B.C.'s regulated marketing boards and commissions and in the wider regulated marketing sectors. 3.1.3 Communicate dispute resolution options to farming and neighbouring communities.	2007/08 • Formalized dispute resolution that occurs mainly at the BCFIRB level. 2008/09 • Regulated marketing appeal ADR study completed. • Farm practices complaint ADR study completed. • Development of recommendations from the ADR projects. • Review and redevelopment of BCFIRB dispute resolution practices to incorporate recommendations. • BCFIRB website profiles ADR processes and practices for regulated marketing appeals and farm practices complaints. 2009/10 • Increased use of ADR by B.C.'s regulated marketing boards and commissions, in the regulated marketing system more generally, and by parties to farm practices disputes. 2010/11 • Increased use of ADR within the regulated marketing sectors and by parties to farm practices disputes.

Objective 3.2: Timely resolution of regulated marketing and farm practices inquiries and disputes.

BCFIRB is striving to offer increased transparency around its resolution of regulated marketing and farm practices inquiries and disputes. The publication of practices and procedures for both regulated marketing appeals and farm practices complaints will facilitate clear, consistent, and efficient appeals and complaints procedures, and will ensure that all parties understand the processes, along with their rights and responsibilities. These practices will also support the B.C. Ministry of Attorney General's goals for administrative justice reform outlined under Objective 2.1.

Strategies and Performance Measures:

STRATEGIES	PERFORMANCE MEASURES
3.2.1 Improve efficiency and timeliness of dispute resolution and review processes at BCFIRB.	2007/08 • Appeals practices and procedures published. • Average number of days between receipt and disposition of appeals: 150 days. • Average number of days between receipt and disposition of complaints: 240 days. 2008/09 • Complaints practices and procedures published. • Average number of days between receipt and disposition of appeals and complaints reduced by 5% from 2007/08 levels. • Improved communication with complainants, appellants, interveners and other stakeholders regarding complaint/appeal processes. 2009/10 • Average number of days between receipt and disposition of appeals and complaints reduced by 10% from 2007/08 levels. 2010/11 • Average number of days between receipt and disposition of appeals and complaints reduced by 15% from 2007/08 levels.

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